



DEPARTMENT OF THE TREASURY

ACQUISITION/BUSINESS CAREER MANAGEMENT PROGRAM HANDBOOK

October, 2001

FOREWORD

The federal procurement field changed radically during the 1990's. Business process changes (prompted by deregulation) with emphasis on customer service and results rather than process revolutionized procurement during this decade. As we continue through this new millennium, although deregulation activity has decreased, the pace of change has not slowed because of accelerating automation. Processes have been simplified and reduced or eliminated. Procurement customers are progressively empowered to do more of their own buying through the government-wide commercial purchase card and other tools.

This new Acquisition/Business Career Management Program Handbook replaces the Department of the Treasury 1992 "Procurement Career Management" handbook and revises the July 1999 version. The program describes the education, experience, and training requirements for employment and advancement in contracting positions within the Department of the Treasury. The program includes the GS-1102 qualification standards previously implemented by Treasury as mandated by the Office of Personnel Management.

This program is designed to:

- Provide a process (Treasury Fulfillment Program) that will allow eligible acquisition employees a mechanism for complying with Section 16 of the Office of Federal Procurement Policy (OFPP) Policy Letter No. 97-01, dated September 12, 1997, and the revised 1102 Qualification Standard for education, training, and experience.
- Provide a Treasury intern/student career experience program directed at attaining outstanding candidates for development into business specialists with extensive acquisition skills.
- Standardize the requirements for delegation of procurement authority.
- Increase the proficiency of the Treasury contracting and acquisition employees through competency based training. This training directly correlates to the General Services Administration (GSA), Federal Acquisition Institute (FAI), "Contract Specialist Workbook" dated September 1998.
- Provide a management philosophy that embraces the advancement of professionalism and expanding business knowledge within the field.
- Encourage employees and supervisors to seek and provide rotational assignments, self-development activities, and on-the-job development that will enhance the career of the employee and reflect positively on the employer.
- Comply with the mandate by Congress that the Treasury Procurement Executive is fully and directly accountable for the performance and quality of the procurement workforce.

While the program doesn't cover all of the opportunities and challenges of today's acquisition world, it provides employees with guidance and direction for becoming the business partners our organization needs today and in the future.

/s/ Corey M. Rindner
Senior Procurement Executive

**DEPARTMENT OF THE TREASURY
ACQUISITION/BUSINESS CAREER MANAGEMENT PROGRAM**

	Page
<u>CHAPTER 1:</u> Treasury Implementation of GS-1102 Qualification Standard	4
<u>CHAPTER 2:</u> Training Requirements	8
<u>CHAPTER 3:</u> Treasury Fulfillment Program	13
<u>CHAPTER 4:</u> Career Planning	15
<u>CHAPTER 5:</u> Procurement Authority	18
<u>CHAPTER 6:</u> Treasury Procurement Intern Program	24
<u>CHAPTER 7:</u> Procurement Student Career Experience Program	28
 <i>Appendices:</i>	
Appendix 1	<u>DEFINITIONS</u> 35
Appendix 2	<u>MANDATORY TRAINING & COURSE EQUIVALENCIES</u> 37
Appendix 3	<u>DEPARTMENT OF THE TREASURY FULFILLMENT REQUEST</u> 40
Appendix 4	<u>INDIVIDUAL DEVELOPMENT PLAN</u> 59
Appendix 5	<u>TREASURY ACQUISITION CAREER SYSTEM EMPLOYEE REPORT</u> 61
Appendix 6	<u>QUALIFICATION STATEMENT FOR APPOINTMENT OF A CONTRACTING OFFICER</u> 64
Appendix 7	<u>REFERENCES</u> 65
Appendix 8	<u>PROCUREMENT AUTHORITY MATRIX</u> 66

CHAPTER 1

TREASURY IMPLEMENTATION OF GS-1102 QUALIFICATION STANDARDS

The purpose of the Department of the Treasury Acquisition/Business Career Management Program Handbook is to provide policy, procedures, and guidance to support the implementation of the requirements of the Federal Acquisition Reform Act (FARA) of 1996 for the effective management of the Treasury acquisition workforce.

On January 1, 2000, the Office of Personnel Management (OPM), in response to Section 4307(g) of the Federal Acquisition Reform Act (FARA), issued a new qualification standard for GS-1102 contracting positions in civilian agencies. The new requirements are generally comparable to those already established for Department of Defense positions in 1990 by the Defense Acquisition Workforce Improvement Act (DAWIA). The qualification standard is as follows:

This is the GS-1102 individual qualification standard developed by the Office of Federal Procurement Policy under the authority of 41 U.S.C. 433. It does not apply to Department of Defense positions. The text is extracted verbatim from Section IV-B of the *Operating Manual for Qualification Standards for General Schedule Positions*.

Basic Requirements for GS-5 through GS-12:

- A. A 4-year course of study leading to a bachelor's degree with a major in any field;
- OR**
- B. At least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management.

Applicants who meet the criteria for Superior Academic Achievement qualify for positions at the GS-7 level.

Graduate Education: To qualify for GS-1102 positions on the basis of graduate education, graduate education in one or a combination of the following fields is required: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management.

Note - For positions at GS-7 through GS-12, applicants who are qualifying based on experience must possess at least one year of specialized experience at or equivalent to work at the next lower level, that provided the knowledge, skills, and abilities to perform successfully the work of the position, in addition to meeting the basic requirements in paragraph A or B, above.

- C. Exceptions: Employees in GS-1102 positions will be considered to have met the standard for positions they occupy on January 1, 2000. Employees who occupy GS-1102 positions at grades 5 through 12 will be considered to meet the basic requirements for other GS-1102 positions up to and including those classified at GS-12. This includes positions at other agencies and promotions up through grade 12. However, employees must meet specialized experience requirements when seeking another position.

The following table shows the amounts of education and/or experience required to qualify for positions GS-7 through GS-12 covered by this standard.

GRADE	EDUCATION	OR	SPECIALIZED EXPERIENCE
GS-7	1 full academic year of graduate education or law school or superior academic achievement		1 year equivalent to at least GS-5
GS-9	2 full academic years of progressively higher level graduate education or masters or equivalent graduate degree or LL.B. or J.D.		1 year equivalent to at least GS-7
GS-11	3 full academic years of progressively higher level graduate education or Ph.D. or equivalent degree		1 year equivalent to at least GS-9
GS-12 and above	(No educational equivalent)		1 year equivalent to at least next lower grade level
Equivalent combinations of education and experience are qualifying for all grade levels for which both education and experience are acceptable.			

Basic Requirements for GS-13 and Above:

- A. Completion of all mandatory training prescribed by the head of the agency for progression to GS-13 or higher level contracting positions, including at least 4-years experience in contracting or related positions. (See Chapter 2 of this handbook for training requirements.) At least 1 year of that experience must have been specialized experience at or equivalent to work at the next lower level of the position, and must have provided the knowledge, skills, and abilities to perform successfully the work of the position.

AND

- B. A 4-year course of study leading to a bachelor's degree, that included or was supplemented by at least 24 semester hours in any combination of the following fields: accounting, business, finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, or organization and management.
- C. Exceptions: Employees in GS-1102 positions will be considered to have met the standard for positions they occupy on January 1, 2000. This also applies to positions at the same grade in

the same agency or other agencies if the specialized experience requirements are met. However, they will have to meet the basic requirements and specialized experience requirements in order to qualify for promotion to a higher grade, unless granted a waiver under Paragraph D.

- D. Waiver: When filling a specific vacant position, the senior procurement executive of the selecting agency, at his or her discretion, may waive any or all of the requirements of Paragraphs A and B above if the senior procurement executive certifies that the applicant possesses significant potential for advancement to levels of greater responsibility and authority, based on demonstrated analytical and decision making capabilities, job performance, and qualifying experience. With respect to each waiver granted under this paragraph, the senior procurement executive must document for the record the basis of the waiver. If an individual is placed in a position in an agency on the basis of a waiver, the agency may later reassign that individual to another position at the same grade within that agency without additional waiver action.

TREASURY PROCESS FOR WAIVER TO QUALIFICATION STANDARD

The January 2000 qualification standard establishes training, education and experience requirements that must be met to qualify for GS-1102 positions, unless (1) the individual meets one of the exceptions listed in the standard, or (2) the requirements are waived as provided by the standard.

The qualification standard waiver authority is vested only to the senior procurement executive (SPE) of the selecting agency, who may waive any or all of the basic training, education or experience requirements for applicants for GS-1102-13 and above positions. The Treasury SPE is the Director of the Office of Procurement; the waiver authority cannot be delegated to bureau level.

Waiver authority is provided to allow flexibility to accommodate unique circumstances in each agency, **but it is expected that waivers will be the exception rather than the rule.** Waivers will be considered on a case-by-case basis within Treasury and granted only in exceptional cases.

For a waiver request to be considered, the job vacancy announcement must state that waivers may be considered and which requirement(s) may be waived. The SPE must approve announcements that include the possibility of a waiver prior to issuance. Written requests for announcements that include the possibility of waivers must be submitted to the Office of Procurement supported by historical data that documents previous attempts to hire in accordance with the qualification standard requirements.

Subsequently, if the hiring official considers an applicant who does not meet the qualification standard to be the best candidate for the position, the hiring official will seek a waiver for that applicant to the pertinent requirement(s) of the qualification standard from the SPE.

The selecting official will prepare and submit justification documents to the SPE for approval. It is expected that waivers will only be approved when unique staffing circumstances exist such as hard to fill positions or duty locations where it is difficult to attract candidates meeting all of the

requirements of the standard. These circumstances must be thoroughly and convincingly supported.

The waiver request shall contain the following information:

- A copy of the previously approved vacancy announcement;
- A description of the recruiting efforts undertaken by the organization and the results of those efforts including the sources used for recruiting;
- The selected individual's application or resume, with a narrative from the selecting official describing the potential of the applicant for advancement to levels of greater responsibility and authority based on demonstrated analytical and decision making capabilities, job performance, and qualifying experience;
- A justification for the waiver, including a description of why the individual was selected in lieu of a candidate who fully met the qualification standard, and the impact of waiver disapproval on the organization.

If a waiver is issued it will be for the position being filled or for positions at the same grade within Treasury. Employees for whom waivers are issued will be required to accomplish the unmet requirements in a timely manner once in the position. A written development plan signed by the employee and the selecting official showing a time line for completion of the requirements will be provided to the SPE within 30 days of hiring for inclusion in the waiver file.

The selecting official will provide a copy of any waiver decision and the employee's development plan to the bureau personnel office for its records and for inclusion in the employee's Official Personnel Folder.

Employment applications may be submitted to the SPE for evaluation of prospective employees' training history at any time. They will be evaluated as a request for fulfillment (see Chapter 3, Treasury Fulfillment Program).

CHAPTER 2

TRAINING REQUIREMENTS

A. APPLICABILITY

This chapter and any other subsequent policy directives issued by the Department of the Treasury Office of Procurement establish training requirements for all acquisition personnel who are serving in the following positions:

- GS-1102 (includes Contract Specialist, Contract Administrator, Procurement Analyst, Cost and Price Analyst, Small Business Specialist, and any other title used to designate employees in the GS-1102 classification series);
- GS-1105 (Purchasing Agent and any other title used to designate employees in the GS-1105 classification series);
- Any other classification series in which the employee performs acquisition duties at least 50% or more of the time, e.g., GS-343, Management/Program Analyst in a field office location; and
- Any personnel issued a purchase card by the Department of the Treasury.

The training requirements established for GS-1102 employees reflect the knowledge, skills, and competencies required to perform contracting duties related to awarding and administering contractual documents above the current threshold for simplified acquisition procedures outlined in the Federal Acquisition Regulation (FAR) Part 13.

The training requirements established for GS-1105 and other employees whose positions have them performing acquisition duties more than 50% of their time reflect the knowledge, skills, and competencies required to perform duties related to simplified acquisition actions and delivery orders placed against existing contracts.

The training requirements established for purchase cardholders reflect the knowledge, skills, and competencies required to perform duties related to micro-purchases. With additional training the purchase cardholder may be granted an expanded delegation of procurement authority to use the purchase card for requirements above the micro-purchase limit. In that case the required additional training will provide the knowledge, skills, and competencies required to perform duties related to delivery and task orders placed against existing contracts.

B. EDUCATION

The training requirements listed throughout this chapter are in addition to the college degree and advanced educational requirements for the GS-1102 series as defined in Chapter 1 entitled “Treasury Implementation of GS-1102 Qualification Standards.” Completion of training or

certification of completion through equivalencies or the fulfillment program does not replace the education requirements.

C. REQUIREMENTS

There are three stages of training for Treasury employees serving in the GS-1102 series. These stages form a career path in a “building block” fashion. They are cumulative requirements to be met prior to progressing to the next higher level. Completion of entry and intermediate stage requirements is mandatory prior to promotion to Grade 13 and higher.

One stage of required training is established for GS-1105 and other GS series employees who essentially perform simplified acquisition duties.

Bureau-specific purchase card training is required by all cardholders. Cardholders authorized to use the card as a payment mechanism for requirements exceeding the micro-purchase limit will receive bureau specific training to comply with CAAC Letter 99-2 and will receive sufficient instruction from the Contracting Officer to ensure appropriate exercise of responsibility and knowledge of limitations.

The GS-1102 training requirements have been established to assure that job-related knowledge, skills, and competencies are acquired by procurement professionals as they progress from entry level to journeyman and beyond. These requirements are tied to series/grades and parallel the learning process that normally occurs within the procurement field. While these requirements are not grade determining below grade 13, i.e., lack of training is not a bar to promotion, they must be met within reasonable time frames in order to be of value. Therefore, supervisors should use the mandatory requirements as a guide when scheduling training and establishing Individual Development Plans (IDP's) for their staff. Employees below Grade 13 should complete the training for their series/grade within two years of the date of hire in the Department of the Treasury. For example, a newly hired GS-1102-5 should complete the entry stage training within two years of hire, which would normally coincide closely with promotion through the GS-1102-7 level and into the GS-1102-9 level. At that point, the focus will be placed on completion of intermediate stage requirements within the next two years as the employee works towards the journeyman level.

Bureaus are encouraged to provide the mandatory training on a faster schedule if possible, especially if the complexity of the mission requires employees to possess more sophisticated skills.

Bureaus may require further training beyond the requirements set forth in this directive, where such additional training is considered necessary to support a bureau's procurement mission.

D. TRAINING COURSE CURRICULUM FOR GS- 1102's

It is strongly recommended that required training be met through attending competency-based courses.

MANDATORY ENTRY & INTERMEDIATE STAGE REQUIREMENTS			
Courses 1, 2, & 3 (or CON 101) Courses 4, 5 & 6 (or CON 104) Courses 7, 8 & 9 (or CON 202) Course 10 (or CON 204) Course 11 (or CON 210)	Prerequisite	Length	Recommended Audience
1. Acquisition Planning I	None	80 Hours	GS-5/7/9
2. Contract Formation I	None	40 Hours	GS-5/7/9
3. Contract Administration I	None	40 Hours	GS-5/7/9
4. Price Analysis	None	40 Hours	GS-5/7/9
5. Cost Analysis	None	40 Hours	GS-5/7/9
6. Federal Contract Negotiation Techniques	None	40 Hours	GS-5/7/9
7. Acquisition Planning II	Acquisition Planning I	80 Hours	GS-9/11/12
8. Contract Formation II	Contract Formation I	40 Hours	GS-9/11/12
9. Contract Administration II	Contract Administration I	40 Hours	GS-9/11/12
10. Intermediate Contract Pricing	Price Analysis & Cost Analysis	80 Hours	GS-9/11/12
11. Government Contract Law	None	80 Hours	GS-9/11/12

ENTRY AND INTERMEDIATE STAGE REQUIREMENTS

GS-1102 5-12:

- Employees at the GS-1102-12 and below must complete all mandatory training at the entry and intermediate stages to be eligible for promotion to GS-1102-13.

SENIOR STAGE REQUIREMENTS

GS-1102-13 and ABOVE:

- Employees at the GS-1102-13 and above must complete all mandatory training at the entry and intermediate stages. These employees should also complete one advanced level course that provides an executive level view of current issues in the acquisition field (such as CON 301-Executive Contracting) and one course covering leadership and decision making skills in the contracting environment (such as CON 333-Management for Contracting Supervisors).

All 1102 employees must attend 40 hours skills currency training during each fiscal year. This training requirement may be met by taking at least one of the courses listed as mandatory in the entry and intermediate stage requirements list above. Once the employee has completed all mandatory training, the skills currency training requirement may include, but is not limited to:

- Procurement-related training
- Agency-sponsored training
- Business/management seminars and training
- Computer skills
- Executive seminars and training

- Special job and or/professional association related projects
- Participation in seminars/workshops of professional associations

NOTE: Procurement-related skills currency training may be applied to the 40-hour skills currency requirement specified in Chapter 5 of this Handbook for all warranted contracting officers.

E. TRAINING COURSE CURRICULUM FOR PURCHASE CARD HOLDERS

- **If authority is micro-purchase limit:**

BUREAU SPECIFIC PURCHASE CARD TRAINING	Hours Vary
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- **If authority exceeds micro-purchase limit:**

BUREAU-SPECIFIC PURCHASE CARD TRAINING	Hours Vary
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BUREAU-SPECIFIC TRAINING FOR CAAC LTR 99-2 COMPLIANCE	Hours Vary
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F. TRAINING COURSE CURRICULUM FOR GS-1105 AND OTHER NON-GS-1102 SERIES

- **Non GS-1102 SERIES WITH OPEN MARKET SIMPLIFIED ACQUISITION AUTHORITY**

SIMPLIFIED ACQUISITION PROCEDURES	40 HOURS
ADVANCED SIMPLIFIED ACQUISITION PROCEDURES	40 HOURS
ACQUISITION OF COMMERCIAL ITEMS AND SERVICES	16 HOURS
MARKET RESEARCH	<u>8 HOURS</u>
	104 HOURS

G. RECOMMENDED SOURCES OF TRAINING

The Treasury Acquisition Institute (TAI), the Department of Defense Acquisition University, GSA schedule vendors, and accredited providers of the required training as outlined in this chapter are recommended sources of training. Individual bureaus provide bureau-specific training for purchase cardholders.

H. EQUIVALENCIES/FULFILLMENT PROGRAM

The Department of the Treasury Fulfillment Program is intended to provide a bridge for GS-1102 series employees to equate their past education, experience, and acquisition training taken from other sources and older versions of current courses to the new mandatory training requirements. Employees who have achieved the National Contract Management Association Certified Professional Contracts Manager (CPCM) certification or the Certified Purchasing Manager (C.P.M.) from the National Purchasing Managers Association meet requirements for the Department of Treasury Fulfillment Program. Either certification must be current when application for fulfillment is signed. Employees who are DAWIA certified at level II or III by any Department of Defense component meet the Treasury Fulfillment Program certification

requirements. Employees presenting transcripts documenting a masters degree or a university program certificate in contracting, procurement or acquisitions management will also be certified as meeting the fulfillment program requirements. See Chapter 3 of this handbook for further information regarding the fulfillment program.

I. TRAINING AND EDUCATION RECORDS

All 1102 and 1105 training and education must be recorded either in the Treasury Acquisition Career (TRAC) system or in a separate bureau tracking system. The Department of the Treasury will periodically require statistics regarding the bureaus' GS-1102 and 1105 employees' education and training, including how many meet the requirements as set forth in this handbook for their grade and series. Accordingly, this information must be kept up to date. Certificates of completion must be submitted to the bureau/regional training coordinator. It is the responsibility of each Bureau Chief Procurement Officer (BCPO) to monitor the accuracy of employees' training and education records.

CHAPTER 3

TREASURY FULFILLMENT PROGRAM

The Department of the Treasury Fulfillment Program provides a formal process for GS-1102 employees to equate their past education, experience, and acquisition training taken from various sources to the new mandatory 1102 series curriculum for civilian agency employees (Appendix 2). The fulfillment process is mandatory for all GS-1102's Grade level 12 and above. GS-1102 employees below Grade 12 are encouraged to seek competency credit through the fulfillment process. The Treasury Procurement Career Management Coordinator (PCMC) will review and recommend certification of acceptable fulfillment requests submitted by employees. The SPE will approve all requests and sign a certificate for each successful applicant.

The Treasury Fulfillment Program is a series of steps which begin with the employee completing a required form requesting fulfillment based on either course equivalency or a combination of education, experience and/or training from various sources (Appendix 3). The employee's request is followed by a two level review process. Reviews are conducted by first line supervisors and are then forwarded to the SPE.

Listed below are the specific steps required for fulfillment program certification:

Step 1: The employee self-certifies all competencies through experience, education and/or training on the Fulfillment Request Form and attaches an updated copy of his/her training record. If the employee is requesting fulfillment based on the CPCM or C.P.M., based on a DoD DAWIA level II or III certificate, or on a masters degree or other college program credential, a copy of the certificate or transcript must be attached to the application. Employees are responsible to ensure that their training records are up-to-date.

- If the employee has successfully completed a required training course(s) or course equivalent(s), he/she should check the course completion block in lieu of checking off blocks in the fulfillment method section for each course competency.
- If the employee has not successfully completed a required training course(s) or course equivalent(s), but determines he/she can fulfill all of the course competencies, he/she should check off the block for the applicable fulfillment method(s), e.g. "Training," "Experience," "Education" for each course competency.

Step 2: The completed form is routed through the employee's first line supervisor for review and signature. The supervisor forwards the entire package to the SPE. Only requests showing the employee has met all competencies will be forwarded to the SPE.

Step 3: The PCMC will review the employee's request for fulfillment. The SPE will issue a certificate of fulfillment to an employee who satisfies all competencies. Disapprovals will be in writing and contain the rationale for disapproval of the fulfillment request.

Step 4: If the fulfillment request is approved, the employee will receive a Certificate of Fulfillment. If disapproved, the employee and supervisor are expected to plan the employee's work assignments and training to gain competency in all deficient areas. The employee's IDP will be documented to reflect the required training.

CHAPTER 4

CAREER PLANNING

A. PURPOSE

Career planning, separate and distinct from the performance appraisal function, is designed to assist individuals in choosing a realistic career path and provide direction in reaching career goals. It can include factors derived from an employee's previous and current work experiences, training, desired goals, and developmental opportunities.

Career planning involves the employee, the supervisor, and (if appropriate) the human resources specialist working together to set attainable career goals for the employee that are identified through projects, training, rotational and special assignments.

B. INDIVIDUAL DEVELOPMENT PLANS

The purpose of the Individual Development Plan (IDP) is to promote career growth, development, and training of acquisition employees. IDP's should be consistent with an employee's individual capabilities, aspirations, and the mission of the agency. Tools such as the performance appraisal and the position description, serve to focus on knowledge, skills, and abilities required to perform an employee's job. In addition to using the IDP for monitoring an individual's progress, the supervisor should use the IDP when formulating work assignments and training. IDP's should be modified to reflect changes that affect business trends. The employee's training records, position description(s), performance appraisals, and previous IDP(s) may be used for developing an IDP.

Each IDP should identify short (within the next year) and long term (2-3 years) career goals of the employee. A sample IDP is included as Appendix 4.

C. EMPLOYEE RESPONSIBILITY

Each employee should:

- Develop an initial IDP for discussion and input from the supervisor.
- Identify interests, strengths, and developmental needs.
- Recognize abilities and set meaningful and achievable career goals.
- Request training (including business, technical, and self-development courses) and assignments to meet developmental needs.
- Pursue rotational assignments or details that will enhance business knowledge beneficial to the employee and agency.
- Review the accuracy of training records on a regular basis.

D. MANAGEMENT RESPONSIBILITY

Each supervisor will:

- Review existing IDP's within 30 days of appointment to a supervisory position.
- Conduct an IDP interview with a new employee.
- Ensure that the IDP is finalized within 60 calendar days of employee start date.
- Review and discuss IDP with employee at least once a year.
- Encourage employees to attend self-development courses, such as public speaking and time management, and to take advantage of cross training and rotational assignments when beneficial to the employee and the organization.

E. ELECTRONIC COMMERCE/IT RELATED SKILLS

The rapid technological advances in business make it absolutely necessary for today's professional to possess electronic commerce skills. Electronic commerce is the use of electronic techniques for accomplishing business transactions, including electronic mail or messaging, World Wide Web technology, electronic bulletin boards, purchase cards, electronic funds transfers, and electronic data interchange.

Electronic commerce has become central to modern procurement activity. In addition to possessing the necessary knowledge, skills, and abilities in contracting, the acquisition professional should be able to effectively use technology. In order to foster creative use of technology to enhance the quality and timeliness of work products, cross functional cooperation, teamwork, and customer service, the acquisition professional should:

- Demonstrate a working knowledge of computer technology, hardware, and management information systems used by team members and by those with whom cross-functional efforts are undertaken.
- Willingly accept and learn new computer applications by using the self-study guides or tutorials that are provided when formal training is unavailable.
- Possess sufficient knowledge to assess subordinates' skills and to assist others in developing technological skills.
- Use advanced software and technology (e.g., Internet, Intranet, e-mail applications, etc.) to keep abreast of trends, issues and other external factors that affect the procurement arena.
- Comply with all policies and procedures for computer security as defined in the agency information systems security policies.

F. TREASURY ACQUISITION CAREER SYSTEM (TRAC)

TRAC is a management information system maintained by the Treasury Acquisition Institute and used by the bureaus. It contains demographic and training information on acquisition employees. The individual TRAC records can be used by employees and supervisors for preparing Individual Development Plans (IDP's) and to document training accomplishments for

the Treasury Fulfillment Program. The data contained in TRAC are subject to the Privacy Act and as such, should be handled accordingly.

G. TRAC RESPONSIBILITIES

The Treasury Acquisition Institute (TAI) is responsible for the maintenance of the TRAC system under the auspices of the Treasury Office of Procurement.

- Employees must submit a copy of all training certificates to the bureau/regional training coordinator within 5 days of completion of training or upon receipt of the training certificate(s).
- Newly hired employees must submit a completed TRAC (Appendix 5), and copies of training certificates, available documentation, or a certificate of fulfillment equivalent to the Treasury Fulfillment Program within 60 days of employment.
- Employees are responsible for reviewing the accuracy and validity of all information provided for the TRAC system. Employees are also responsible for the integrity of the information provided.
- Employees are responsible for ensuring that TRAC is updated to reflect the certification obtained through the Treasury Fulfillment Program.

NOTE: A bureau may elect to use a system other than TRAC, as long as the same information is captured and accuracy of the data is maintained as described above.

CHAPTER 5

PROCUREMENT AUTHORITY

A. OBJECTIVE

The purpose of this chapter is to mandate the specific standards that must be met prior to the delegation of procurement authority through a warrant or a memorandum delegation of procurement authority (DPA). The Department is committed to ensuring that only fully qualified employees are delegated the authority to obligate the Department in the expenditure of public funds through the acquisition process.

Federal Acquisition Regulation (FAR) 1.603 sets forth requirements for the selection, appointment, and termination of contracting officers. The Department of the Treasury Acquisition Regulation (DTAR) 1001.603-3 implements and supplements the FAR requirements for Contracting Officer Warrants.

Treasury Directive 76-04, *Government Purchase Card Program*, sets forth the Treasury policy regarding the use of the Government purchase card for (a) making micro-purchases and placing task or delivery orders, as authorized in the underlying contract or agreement, without additional paperwork and (b) use as a payment mechanism for procurements above the micro-purchase limit.

B. PROCUREMENT AUTHORITY

Procurement authority can be vested to Federal employees either through warrants (Standard Form 1402) or through a written delegation of procurement authority (DPA).

C. DELEGATION OF PROCUREMENT AUTHORITY (DPA)

DPA's will be used to vest procurement authority to federal employees who use the government purchase card for the procurement actions they make. A DPA can also be issued to authorize the holder to use other ordering mechanisms, i.e., calls/orders under pre-established contracts, etc. A DPA delineates both the authority and the holder's spending limits in memorandum form.

Training requirements for the issuance of a DPA, either blanket or individual, are as follow:

TRAINING COURSE CURRICULUM FOR PURCHASE CARDHOLDERS

- **If delegated authority is below micro-purchase limit:**

BUREAU SPECIFIC PURCHASE CARD TRAINING	Hours Vary
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- **If delegated authority exceeds micro-purchase limit:**

BUREAU-SPECIFIC PURCHASE CARD TRAINING	Hours Vary
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BUREAU-SPECIFIC TRAINING FOR CAAC LTR 99-2 COMPLIANCE	Hours Vary
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D. WARRANTS (SF 1402)

Within Treasury, there are four (4) warrant levels. The warrant levels herein are not-to-exceed limitations set by Treasury. Bureaus may further limit procurement authority at their discretion.

- **LEVEL 1 a** - applies to simplified acquisitions up to the simplified acquisition threshold. (For GS-1105 and other series employees whose duties are at least 50% acquisition.)
- **LEVEL 1 b** - applies to simplified acquisitions up to the simplified acquisition threshold.
- **LEVEL 2** - applies to acquisitions up to \$1,000,000.
- **LEVEL 3** - applies to acquisitions with no monetary limitations.

E. MINIMUM STANDARDS FOR WARRANT DESIGNATION

- **LEVEL 1 a:** GS-1105 and other series employees whose duties are at least 50% acquisition.
 - **Experience:** Minimum of 18 months of experience in Government or commercial purchasing.
 - **Training:** Successful completion of the following courses or equivalencies:

SIMPLIFIED ACQUISITION PROCEDURES	40 HOURS
ADVANCED SIMPLIFIED ACQUISITION PROCEDURES	40 HOURS
ACQUISITION OF COMMERCIAL ITEMS/SERVICES	16 HOURS
MARKET RESEARCH	<u>8 HOURS</u>
	104 HOURS

- **LEVEL 1 b:** GS-1102 series employees **ONLY**
 - **Experience:** Minimum of 18 months of experience in Government or commercial purchasing or contracts.
 - **Training:** Successful completion of the following courses or equivalencies:

ACQUISITION PLANNING I	80 HOURS
CONTRACT FORMATION I	40 HOURS
CONTRACT ADMINISTRATION I	40 HOURS
COST ANALYSIS	40 HOURS
PRICE ANALYSIS	40 HOURS
FEDERAL CONTRACT NEGOTIATION TECHNIQUES	<u>40 HOURS</u>
	280 HOURS

Employees designated at this level must be in the GS-1102 classification series. Waivers from this requirement may only be granted by the SPE.

- **LEVEL 2:** GS-1102 series employees **ONLY**

- **Experience:** Minimum of 3 years of experience or equivalent in progressively complex contracts and/or staff experience in Government or commercial contracts.
- **Training:** In addition to the courses specified at Level 1 b, successful completion of the following courses or equivalencies:

ACQUISITION PLANNING II	80 HOURS
CONTRACT FORMATION II	40 HOURS
CONTRACT ADMINISTRATION II	40 HOURS
INTERMEDIATE CONTRACT PRICING	80 HOURS
CONTRACT LAW	<u>80 HOURS</u>
	320 HOURS

Employees designated at this level must be in the GS-1102 classification series. Waivers from this requirement may only be granted by the SPE.

- **LEVEL 3:** GS-1102 series employees **ONLY**

- **Experience:** A minimum of 5 years of experience or equivalent in progressively complex acquisition and/or staff experience in Government or commercial contracts.
- **Training:** In addition to the courses specified at Level 1 b and 2, the following courses are *recommended*:

EXECUTIVE CONTRACTING (CON 301)	40 HOURS
MANAGEMENT FOR CONTRACTING SUPERVISORS (CON 333)	40 HOURS

Employees designated at this level must be in the GS-1102 classification series. Waivers from this requirement may only be granted by the SPE.

Equivalencies for the required courses may be documented through the process used for the Treasury Fulfillment Program, i.e., completion of a recognized equivalent course or through the accomplishment of a Treasury Fulfillment Program certificate.

F. DESIGNATION OF CONTRACTING OFFICERS

Contracting officer authority is delegated only when valid organizational needs can be demonstrated. Contracting Officers must possess the following critical skills:

- Ability to exercise sound business judgment
- Knowledge of strategy and tactics
- Knowledge of the market

Also, the following factors should be taken into consideration:

- Complexity of work
- Placement within the organizational structure
- Ethical conduct

The following documents, at a minimum, must be used in the nomination and evaluation process for each candidate:

- Qualifications Statement for Appointment of Contracting Officer (Appendix 6)
- Current TRAC/training record

Bureau Chief Procurement Officers must maintain a warrant file for each contracting officer. The file should, at a minimum, contain copies of the warrant, Qualifications Statement for Appointment of Contracting Officers, and TRAC/training record.

The “Certificate of Appointment” (SF-1402) will be sequentially numbered in accordance with DTAR Part 1001.603.3 and clearly state authority limits.

See Procurement Authority matrix (Appendix 8) for a graphic display of procurement authority requirements.

A. WAIVERS TO MINIMUM WARRANT STANDARDS

Contracting Officer authority should be delegated only to employees who clearly meet the minimum standards in this handbook.

Under exceptional circumstances, an unusual need may dictate delegation of a warrant to an employee who does not meet these standards. In those rare circumstances where it is necessary to nominate a candidate who does not fully meet the training or experience requirements, a written warrant waiver request must be submitted for approval of the SPE. The waiver will be conditional and clearly identify its duration and any requirements the individual must meet.

Requests for a warrant waiver must include the following documentation:

- Cover memorandum from the BCPO setting forth clear and convincing need for the waiver;
- Qualifications Statement for Appointment of Contracting Officers (Appendix 6);
- Current TRAC/training record; and
- IDP that specifies actions to be taken to meet warrant requirements, if applicable.

Written approval/disapproval of waiver requests will be forwarded to the BCPO within 10 days after submission to the SPE.

H. SKILLS CURRENCY (MAINTENANCE) FOR CONTRACTING OFFICERS

All contracting officers are required to complete a minimum of 40 hours of acquisition and/or business training every year in order to maintain their warrants. Failure to meet maintenance training will result in the suspension/termination of an employee's warrant.

Contracting officers are strongly encouraged to obtain additional training in business enhancing skills. There are a number of options for seeking non-acquisition skills based training. Examples of these types of training include: Alternative Dispute Resolution, Problem Solving, Project Management, Integrated Product Teams, and Thinking Outside the Box. These courses are offered by various accredited vendors and GSA schedule providers.

CHAPTER 6

TREASURY PROCUREMENT INTERN PROGRAM

A. OBJECTIVE

The Treasury Procurement Intern Program provides for the selection and training of GS-1102-5 and GS-1102-7 entry level employees. The formal training, on the job training, and rotational assignments within the bureaus will qualify these interns for full performance professional positions. It takes approximately five (5) years for an entry level contract specialist to achieve the knowledge and skills identified to perform at the journeyman level. Through an intense schedule of both formal and rotational training, the interns progress at an accelerated pace. Upon graduation from the program, they should be technically capable of competing for higher level work as experienced specialists.

B. STRUCTURE

The program is a departmentally managed, bureau funded program where a small group of select, high potential individuals are provided structured training and several rotational assignments with the Treasury bureaus. In most instances, interns are employees of the Departmental Office of Procurement throughout their internship. Upon successful graduation from the program, they may be non-competitively placed in procurement positions within the bureaus. The hiring of interns is normally staggered to facilitate placement at the end of the two-year program.

Bureaus may, under an advance Memorandum of Agreement (MOU) participate in the intern program with the intern(s) designated to be placed with that bureau at a pre-determined time (usually after a security clearance is obtained). Under this arrangement, the intern remains in the Treasury Procurement Intern Program for the full two years for training purposes and participation in intern activities. However, upon placement at the bureau, the intern becomes an employee of the bureau and supervision, timekeeping, etc. becomes the bureau's responsibility.

C. RESPONSIBILITIES

Responsibilities for the Intern Program are distributed among several individuals and organizations:

- The SPE has overall responsibility for Treasury's Procurement Career Management Program in accordance with E.O. 12352 and P. L. 98-191.
- The SPE is the selecting official and supervisor of record for the interns. The SPE may delegate the responsibility of career assessment and counseling, preparation of IDP's, approval of training and rotational assignments, and overall policy oversight of the Intern Program to the Procurement Career Management Coordinator (PCMC).

- The PCMC manages and coordinates all day-to-day activities and training for the interns. The PCMC issues information to BCPO's to apprise them of graduation dates of interns so that they can be interviewed and selected for non-competitive placement within the bureaus upon graduation.
- The Assistant Director of Personnel Policy will provide advice and guidance to the SPE on the management of the Procurement Career Management Program and on recruitment and selection options.
- BCPO's are responsible for evaluating their bureau's potential for providing rotational on the job training to the interns in order to convey the skills and tasks identified in the individual intern IDP's.

Interns are responsible for adhering to the procedures outlined in this handbook and any implementing instructions issued by the Department or bureaus. Interns are expected to display at all times high standards of professional and ethical conduct, above average display of initiative, as well as a sense of procurement professionalism appropriate to the Departmental Office of Procurement.

D. RECRUITMENT AND SELECTION

Interns will be recruited from all sources, including merit promotion from within the Federal Government. Special efforts will also be made to recruit imminent or recent outstanding scholar graduates from colleges and universities. Selections will be made on a competitive basis with Departmental Office of Procurement staff participating on the rating panel and interviews to the extent possible.

E. INDIVIDUAL DEVELOPMENT PLANS (IDP)

IDP's will be established using the Departmental Office IDP format in conjunction with the Federal Acquisition Institute (FAI) IDP format in order to establish formal and on-the-job training assignments for the two-year internship. Special emphasis will be placed on matching the mission and activities of bureaus with the training needs of the interns as they progress through the program. A target calendar of rotational assignments will be initially established which will expose the intern to specific experiences designed to develop predetermined competencies in the contract specialist career field.

The intern IDP's must address the following specific factors:

- a statement of overall career objectives, including a general identification of any target positions;
- a specific plan of progression for increased topical knowledge to be gained and the competencies which will be met through formal and on the job training;
- a general description of planned work assignments and subject matter exposure which includes:
 - a checklist of training events and job experiences to which the employee should be exposed;

- a list of formal training courses that the employee will take to satisfy his or her current and target career levels;
- a schedule of rotational assignments; and
- documentation of counseling and assessment of the employee's progress toward stated goals.

F. CAREER COUNSELING AND ASSESSMENT

Interns will meet with the PCMC regularly to discuss progress being made in bureau assignments and the program as a whole, and to resolve any areas of concern. On-site evaluations will be conducted frequently throughout the course of the two-year program by the PCMC to gain performance feedback from both the bureau supervisor and the intern. During the course of each rotational assignment, both the bureau supervisor and the intern will be given a midterm and final opportunity to assess progress to date. These evaluations will be used by the PCMC during performance evaluation and modification to the IDP. With satisfactory performance, an intern should be eligible for non-competitive placement into a permanent GS-1102-9 or above position at a bureau upon graduation from the program, depending upon grade at entry into the internship.

G. NATURE OF DEVELOPMENTAL ASSIGNMENTS

Interns will be exposed to a complex and wide variety of experiences and training as specified in the IDP. In selecting assignments, consideration will be given to providing skill in all areas of competency that will challenge the initiative and ability of the intern. The degree of difficulty is expected to be above that normally associated with entry level positions due to the accelerated and intense nature of the program.

It is incumbent upon bureaus to adhere to the tasks established in the intern's IDP. Interns should not be considered additional staff resources or used to meet clerical shortages. The value of the rotational assignments will be dependent upon the ability of the bureaus to offer substantive learning experiences and appropriate guidance and direction.

Cross training and rotational assignments outside the procurement function for interns are encouraged. Field assignments are also encouraged to the extent allowed by funding considerations. Any field travel should be scheduled with the approval of the Procurement Career Management Coordinator.

H. FORMAL TRAINING

Interns must satisfactorily complete all of the courses outlined in the mandatory curriculum for entry and intermediate level GS-1102 series employees within the two-year time frame. The interns are required to achieve a passing score on all designated training in order to continue in the Intern Program. This training, together with the rotational assignments among bureaus, provides the competencies needed for proficiency in the intern's permanent assignment.

The intern should identify in the IDP, any additional training that he or she wants to receive while in the program. An intern's ability to take additional formal training depends on the availability of the course, the availability of funds, and the relationship of the course to the

performance of official duties. BCPO's are encouraged to include the interns in any in-house training opportunities while the intern is assigned to his or her bureau.

I. TRAINING WAIVERS

An intern who has successfully completed work assignments, but who, for reasons beyond his or her control has not had the opportunity to attend all mandatory courses, may complete his or her internship on a waiver basis. The SPE will make waiver determinations.

J. DISMISSAL FROM INTERNSHIP

The Intern Program presents entry level employees with a unique career opportunity. The conduct, work ethic, and initiative of interns are expected to be above reproach at all times throughout the two year effort. Failure on the part of an intern to apply his/her best efforts in a cooperative fashion, to satisfactorily complete any requirements contained in the intern's IDP or to perform in a fully satisfactory manner in any critical element of his/her performance evaluation may result in delayed promotion, removal from the internship, assignment to another position or termination of employment with the Department of the Treasury. The Departmental Office of Personnel Policy will be consulted before any such action is taken.

CHAPTER 7

PROCUREMENT STUDENT CAREER EXPERIENCE PROGRAM

A. OBJECTIVE

The Student Career Experience Program provides an effective, streamlined mechanism to recruit and develop talented employees to support bureau missions and to achieve a quality and diverse procurement workforce. The program consists of cooperative agreements between Treasury bureaus and colleges or universities for baccalaureate and graduate procurement students. This program is encouraged by the Department, and is expected to become an even more important part of the Procurement recruitment strategy given the revised qualification standard for the GS-1102 series, which now requires college course work, rather than permitting qualification solely on experience.

This chapter details the Treasury Procurement Student Career Experience Program (formerly called the Cooperative Education Program), defines its purpose and objectives and describes responsibilities of the students and their supervisors. The program provides work experience that is directly related to the student's academic program and career goals. Students who successfully complete the program and their academic studies, may then become part of the permanent Treasury acquisition workforce.

B. SCOPE

This chapter supplements, but does not replace other guidance, particularly 5 CFR, on the Student Career Experience Program. Bureaus are encouraged to review the material prepared by the U.S. Office of Personnel Management (OPM) on their web page (www.opm.gov/employ/students/index.htm). Bureaus should coordinate closely with colleges, universities and other appropriate organizations, such as bureau personnel offices, regarding this program.

The Student Career Experience Program is managed by the individual bureaus. It provides college students with a logical "first step" into a career as a procurement professional. It will serve to aid the student in planning the course curriculum as he or she gains hands on experience in a Treasury procurement operation.

The Student Career Experience Program benefits both bureaus and students. It allows bureaus to preview the abilities of a potential employee, and to select well educated graduates into their workforce.

Specific objectives include:

- increasing the educational level and professional stature of the procurement workforce
- providing for greater professionalization of the procurement workforce
- establishing a pool of trained personnel available at the entry level

- providing supervisors an opportunity to evaluate job performance prior to employment as well as the opportunity to influence the student's course selections
- and supporting equal employment opportunity.

C. GENERAL REQUIREMENTS

The Student Career Experience Program is a formally structured program that requires a written agreement by all parties, the Treasury bureau, the participating college or university, and the student. The anticipated result of this agreement is that all parties will assist in the accomplishment of the objectives. For the college or university, it is recognized that such objectives are primarily educational in nature. Treasury bureaus should primarily focus on the utilization of this program to meet its short and long term staffing needs. The written agreement must comply with all applicable laws, regulations, and policies, and **MUST** include the following:

1. A statement of the nature of work assignments.
2. A schedule of work assignments and class attendance.
3. A statement of the evaluation procedures.
4. A statement of the requirements for continuation and successful completion of the program.

The work experience with the bureau must be related to the student's academic/career goals.

At the bureau's option, the following **MAY** be included in the written agreement:

1. A statement of bureau responsibilities which ensures that:
 - a bureau liaison is appointed to work with the educational institution;
 - the bureau will keep the educational institution informed of cooperative employment opportunities;
 - appointees to the program will be selected from among students referred to the bureau by the institution without discrimination on the basis of race, ethnic background, creed, handicap, sex or age;
 - all personnel processing related to employment of students will be handled by the bureau;
 - students will be placed under competent supervisors, will be oriented to Federal employment conditions, and performance standards will be established; the college or university is kept informed of student progress; and
 - the college is notified of the bureau's intention to release a student from the program.
 -
2. A statement of the college's or university's responsibilities which ensures that:
 - a representative will be appointed to work with the bureau;
 - prospective candidates are kept informed of Federal Student Career Experience Program opportunities;
 - all qualifying candidates, including veterans discharged under honorable conditions, who express an interest in participating in the program are referred to the bureau;
 - any needed information concerning an appointee that the college or university is authorized to release is furnished to the bureau;

- the bureau is notified of any change in student status; and
 - actions are taken to strengthen the relationship between study and work assignments.
3. A statement of student eligibility requirements that includes those related to school enrollment, academic requirements, citizenship, and/or family/relatives restrictions.
 4. A statement of conditions governing grades, promotions, pay and benefits, trial period, performance appraisal, and conversion.
 5. A statement affirming equal employment opportunity.
 6. A statement of conditions required for review and change of agreement with consent of both the bureau and the college or university.
 7. The signatures of the appropriate bureau and college or university representatives and effective date.

If no students from the college or university are employed during a twelve-month period, the agreement becomes void and a new agreement must be executed when student placements are resumed.

D. PROGRAM DESIGN AND SCHEDULING

The Student Career Experience Program is a year-round program and appointments may be made at any time during the year, including summer.

Students may work full or part-time schedules at any time during the year. There are no limitations on the number of hours a student can work per week, but the student's work schedule and assignments should not interfere with the student's academic schedule or academic performance.

Completion of the educational program (awarding of the diploma/degree) and the bureau work program should be accomplished in a reasonable and appropriate time frame. The bureau shall be informed and prepared for the student's periods of employment. All agreements in the program must provide the required number of hours and periods of student employment necessary for non-competitive appointment upon graduation. Students must complete at least 640 hours of career-related work before completion of, or concurrently with, the course requirements. The intent of the program is that students are always either attending classes, working at the bureau, or both. Bureaus may, however, use their discretion in either approving or denying a break in program. A break in program is defined as a period of time when a program participant is working but is unable to go to school, or neither attending classes nor working at the bureau.

Requirements for non-competitive conversion to term, career or career-conditional employment must be understood by all parties.

E. POSITION CLASSIFICATION AND QUALIFICATIONS

Series classification of positions is based upon the duties, responsibilities and qualifications required for the work to be performed, with appropriate consideration of the educational program in which the student is enrolled and the target position that the student may fill upon successful completion of the program. Normally, the student trainee series (GS-1199) for the GS-1102 occupational group should be used for position classification at all levels in a procurement operation. All positions should be titled "Student Trainee (Procurement)". Qualification requirements in the multi-series Student Trainee qualification standard are applicable for appointments in the program and for promotions during the program. Upon completion of the program, in order to receive a non-competitive conversion to a career conditional appointment, the qualification standard for the target position (GS-1102) must be met.

Generally, for the baccalaureate program, positions range from grades GS-2 to GS-4. At the completion of the program, conversion to career-conditional appointment is generally to grade GS-5 or GS-7, depending on the individual's qualifications. For the graduate program, the grade level range is generally GS-5 to GS-9, based upon the individual's qualifications.

F. SELECTION

Individual bureaus have the final responsibility for selecting students to participate in the program as well as for determining that selection was made in accordance with the applicable provisions of Title 5 and 5 CFR on employment in the excepted service.

Selection of students for the Student Career Experience Program is exempt from the usual competitive examining procedures and is also exempt from the rating and ranking requirement under the excepted service. However, bureaus may want to establish a ranking procedure to protect themselves against discrimination complaints. It is recommended that procedures be documented and applied consistently to avoid any appearance of impropriety.

Veteran's preference does apply in the selection process for this program, in accordance with the applicable provisions of 5 CFR, employment in the excepted service.

G. STUDENT ELIGIBILITY

To be eligible to participate in the Treasury Procurement Student Career Experience Program, a student must be enrolled (or be accepted for enrollment) as a degree seeking student in an accredited four-year college or university, graduate or professional school. If enrolled, the student must be taking at least a half-time academic course load. An individual who needs to complete less than the equivalent of half an academic course load in the class enrollment period immediately prior to graduating is still considered a student for purposes of this program.

The student should be enrolled in the institution's cooperative education curriculum, and enrolled in a field of study related to the Federal procurement function. The institution must demonstrate a willingness to maintain a cooperative and continuing relationship with Department of the

Treasury bureaus to ensure that program objectives and standards are met. In addition, a student must meet the citizenship requirements, and restrictions on the employment of relatives apply.

H. RETENTION

Students who discontinue their education before completing degree requirements must be terminated from the program.

The bureau MAY require that student participants maintain a grade point average predictive of graduation from the college or university and complete prescribed work periods. A student may also be terminated from the program for unsatisfactory work performance, job fitness or conduct.

I. APPOINTMENT AND COMPENSATION

Student participants shall be appointed in the excepted service, under Schedule B213.3202(b).

Students appointed to the Student Career Experience Program may continue on the appointment for up to 120 days beyond the date of completing their academic degree requirements. At the end of the 120 days, the graduate must be separated if he/she has not been converted to a position in the competitive service.

Students are paid at the rate for their position under the General Schedule.

J. PERFORMANCE REVIEW

Students in this program are required to have written performance plans and be appraised on their performance as specified in the bureau's performance appraisal system.

During the student's first work period, the student's performance should be screened to determine strengths and weaknesses. Appropriate guidance and training should be provided on a continuing basis to ensure improved job performance. A formal appraisal of the student's job performance, interest, fitness and conduct should be made prior to the end of the first work period. On the basis of the appraisal, a recommendation for retention, promotion or release should be made and transmitted to the appropriate authority within the employing bureau. All appraisal information must also be shared with the college or university program liaison and be made part of the student's personnel folder. Performance appraisals must be made near the end of each work period. The final appraisal of the student's performance must include a recommendation regarding the student's conversion to a career-conditional appointment.

K. PROMOTION

Promotion toward entry level grades should be assured for students meeting qualification standards and performing well during work and study periods. Promotion will contribute significantly to the motivation of individual student participants, as well as to the overall success of a cooperative education program.

For promotions while in the Student Career Experience Program, the student must meet the qualification requirements for the higher grade in OPM's Student Trainee Qualification Standard.

L. ACTION UPON COMPLETION OF EDUCATION

A student participating in the Treasury Student Career Experience may be converted non-competitively to a career-conditional or career appointment. Non-competitive conversion must take place within 120 days after completing the educational requirements.

Any required work experience must be gained prior to, or concurrent with, the completion of the student's education. The student must be recommended for conversion by the bureau in which the career related work was performed, and meet the qualification requirements for the targeted position to which the student will be appointed. Conversions must be to an occupation related to the student's academic training and career related work experience.

The student is eligible to be non-competitively converted in any Federal agency. The agency does not have to clear the Career Transition Assistance Program (CTAP) to convert a student in the Student Career Experience Program. If the student worked for another agency while in the program, the gaining agency has to clear the interagency Career Transition Assistance Plan (ICTAP) and the Re-employment Priority List (RPL).

M. ROLE OF THE SUPERVISOR

The supervisor's role is critical to the success of a bureau's Student Career Experience Program. With the assistance and guidance of the bureau personnel office, the supervisor of a cooperative student is responsible for:

1. Planning student work assignments and Individual Development Plan (IDP) for the student participant.

The student's work period should include planned work assignments along with training that is related to the work assignments. It must also be coordinated with the knowledge and skills being acquired by the student during formal, on-campus study. Training or developmental assignments must match the needs of the individual student. The IDP should include provisions for general agency and bureau orientation, a broad familiarization with the entire procurement career field and experience in a number of specific functional areas. Student work assignments should be designed in accordance with the bureau's individual procurement mission needs as well as the job description of the position to which the student participant is assigned.

2. Supervising student work and coordinating in-house training.

Work assignments planned for the student participant must be executed under the guidance of experienced journeymen or senior level procurement specialists. Work assignments must provide the student with an opportunity to test and demonstrate his/her aptitude, ability and interest in pursuing the field. Training should initially be focused on the simplified acquisition purchasing function. Subsequent assignments should move the student participant toward more complex areas such as preaward activities and post award administration. Work assignments should be designed to assure progression toward the entry level grade for student participants.

3. Evaluating and recording student work performance.

Evaluation should begin with the student's first work period, which will be considered a screening period during which the student's strengths and weaknesses are observed and assessed. Guidance should be provided on a continuing basis and as required to ensure continued improvement in the student's performance. The student's performance should be rated in accordance with the bureau's performance appraisal program. Items to consider may include:

- the degree of competence with which assigned tasks were performed;
- the extent to which tasks were performed on time, when the student had control of the time factor;
- the ability of the student to accept and follow directions and adhere to established regulations in job performance;
- the demonstrated ability of the student to win the respect and confidence of others in the performance of assigned tasks; and
- the demonstrated ability of the student to assume a leadership role in assigned tasks.

Following the performance review, a conference should be held with the student to:

- discuss the performance rating and to ascertain the student's perceptions and to discuss any factors that may have had a negative effect on their ability to perform assigned tasks;
- consider ways to improve performance in needed areas;
- assess the student's interest in further employment with the bureau; and
- inform the student that both the student and the school will receive notice regarding acceptance for future work periods.

A recommendation for retention or release of the student should be prepared and transmitted to the appropriate bureau authority. If the recommendation is for retention, it should include a statement of whether promotion is indicated along with a statement of actions planned for strengthening performance or correcting deficiencies. If the recommendation is for release or that the student not return for another work period, a statement of reasons must be prepared. When the appropriate bureau authority has determined the student's release or retention, both the student and the college or university program coordinator must be notified. Subsequent

appraisals should be made toward the end of each work period. All appraisal information must be shared with the college or university coordinator and made a part of the student's personnel folder. The final appraisal of the student's performance must include a recommendation regarding conversion.

4. Counseling students

Through constructive discussion, the supervisor should counsel the student to bring into focus factors that influence a student's performance and growth during a program work period. At the time of the initial appointment, the student participant should be briefed by the hiring bureau on requirements governing entry into the federal service. The briefing should emphasize that participation in the Student Career Experience Program does not commit the bureau or the student to employment after graduation. Students should also be advised not to expect promotion on a pro forma basis. Students should be advised of the factors affecting promotion and of any failure on their part to meet the necessary requirements. During the initial counseling session and all subsequent sessions, it is important that the supervisor reinforce confidence in the ability of the student to assume development responsibilities. The bureau's interest in the student's growth, as well as the bureau's desire to help the student qualify for future promotion opportunities should also be emphasized.

APPENDIX 1

DEFINITIONS

APPOINTING AUTHORITY - Any bureau official delegated the authority to appoint contracting officers by Treasury Directive 12-11 and redelegation orders issued in accordance with Section 1001.603 of the Department of the Treasury Acquisition Regulation (DTAR).

BUREAU CHIEF PROCUREMENT OFFICER (BCPO) - The senior acquisition official at each bureau's headquarters.

CAREER PLANNING - A process by which the supervisor and the employee constructively and realistically assess the employee's career goals and development needs and the supervisor gives guidance on planning alternatives to achieve the goals.

CAREER STAGES - Groupings by series, grade, and procurement functions that provide the framework for the mandatory training and development planning and progression within procurement activities (ENTRY, INTERMEDIATE, SENIOR, AND PURCHASING).

CERTIFICATION - The result of the Fulfillment Process through which the Treasury Senior Procurement Executive (SPE) certifies that an individual meets competencies established for an acquisition career.

CONTRACTING OFFICER (CO) - Any individual with the authority to bind the government (see FAR 2.101).

DELEGATION OF PROCUREMENT AUTHORITY (DPA) - Written individual or blanket authority to employees that allows obligation of Government funds. The memorandum conveying this procurement authority must clearly delineate the delegation and its limitations.

DEPARTMENT OF THE TREASURY ACQUISITION REGULATION (DTAR) - A directive containing Treasury specific procurement regulations, policies, functions, procedures and responsibilities and supplements the Federal Acquisition Regulation (FAR) [which is codified under 48 CFR, Chapter 1] and issued as a separate regulation under TD 76.01. The DTAR replaces the Treasury Acquisition/Procurement Regulation (TAPR).

EQUIVALENT COURSE - A course that has been determined by the Treasury Senior Procurement Executive to contain the level of knowledge that would enable employees who take the course to perform as if they had completed the comparable designated required course.

FULFILLMENT PROCESS - The procedure by which acquisition employees may satisfy mandatory training requirements based on previous experience, education, and/or alternative training successfully completed and documented based on course competency standards and procedures.

INDIVIDUAL DEVELOPMENT PLAN (IDP) - A formal document used to determine and establish a plan of action to meet the training and developmental needs of an employee.

SENIOR PROCUREMENT EXECUTIVE (SPE) - The Director of the Treasury Office of Procurement. The Department of the Treasury senior procurement official.

SKILLS CURRENCY (MAINTENANCE) - Department of the Treasury policy requires a minimum of 40 hours of training on a yearly basis for contract specialists (GS-1102). Contracting Officers have a requirement for at least 40 hours of training every year.

STUDENT CAREER EXPERIENCE PROGRAM (formerly Cooperative Education)- A program for students who receive instruction in an occupational field by combining periods of study with periods of study related paid employment with a Treasury bureau. Treasury acquisition cooperative education programs shall be conducted in accordance with a working agreement between a four-year college or an accredited educational institution of higher learning and the bureau.

TREASURY ACQUISITION CAREER SYSTEM (TRAC) - A management information system developed and maintained by the Treasury Acquisition Institute (TAI) which serves as the primary tool for monitoring Department-wide compliance with training requirements.

WAIVER (WARRANT) - As required by DTAR 1001.603-2(a), exceptions to the qualification standards for delegating contracting officer authority may be granted on a case-by-case basis ONLY by Treasury's Senior Procurement Executive. All waiver requests must be submitted to Treasury's Senior Procurement Executive, in writing, using procedures specified in Chapter 5 of this Handbook.

WAIVER (QUALIFICATIONS STANDARD) - A provision that permits Treasury's Senior Procurement Executive to waive one or more of the qualification requirements for an applicant for a GS-13 and above position based on a certification that the applicant possesses significant potential for advancement to levels of greater responsibility and authority.

WARRANT - A delegation of contracting officer authority by execution of Standard Form 1402 in accordance with FAR 1.603, which allows the designated employee to commit the Government to the buying of goods or services and to obligate funds subject to any limitations expressed in the warrant.

APPENDIX 2

MANDATORY TRAINING & COURSE EQUIVALENCIES

Any one of the courses listed in column B is equivalent to all of the courses listed in the adjacent column A. For example, CON 101, Fundamentals of Contracting is equivalent to Acquisition Planning 1, AND Contract Formation 1, AND Contract Administration I in column A.

A. COURSES	B. DEPARTMENT OF DEFENSE COURSES
1. ACQUISITION PLANNING I	CON 101 Fundamentals of Contracting Army Command and Staff General College, A423 Acquisition and Contract Management Degree Program, NPS-815
2. CONTRACT FORMATION I	Principles of Acquisition and Contracting , NPS MN3303 Predecessors and Previous Courses: CON 101 Contracting Fundamentals (BDQ) CON 102 Operational Level Contracting Fundamentals (PEC) CON 103 Facilities Contracting Fundamentals (HEI)
3. CONTRACT ADMINISTRATION I	Management of Defense Acquisition Contracts (Basic) - (8D-4320) (MMW,BDQ) Management of Defense Acquisitions Contracts (Basic) - CTC-142 (HEI) Central Systems Level Contracting (G30BR6532-010) (WHS,PD6) Defense Procurement Management (8D-4320)(MMW,BDQ) Central Procurement Officer (G30BR6531-003) Contract Management Officer (G30BR6531-004) Systems/R&D Procurement Officer (G30BR6531-005) R&D Procurement Officer (G30BR6531-006) Contract Management, Systems R&D Officer (G30BR6531-007) Organizational Level Contracting (PEC) Base Procurement Officer (G30BR6531-002) Base Level Contracting (G30BR6431-002)

A. COURSES	B. DEPARTMENT OF DEFENSE COURSES
<p>4. PRICE ANALYSIS</p> <p>5. COST ANALYSIS</p> <p>6. NEGOTIATION TECHNIQUES</p>	<p>CON 104 Fundamentals of Contract Pricing Army Command & General Staff College -A424 Cost & Price Theory - CMGT545 Contract Pricing and Negotiation - NPS MN3304 Acquisition and Contract Management Degree Program - NPS-815</p> <p>Predecessors and Previous Courses: CON 104 Contract Pricing (BDR) CON 105 Operational Level Contract Pricing (8BH,QNU) CON 106 Facilities Contracts Pricing (MWB,BDU) Principles of Contract Pricing-QMT-170 (PBC,BDR) Defense Cost and Price Analysis/Negotiation-PN (MWB,BDU) Base Level Pricing - G30ZR6534-009 (8BH, QNU)</p>
<p>7. ACQUISITION PLANNING II</p> <p>8. CONTRACT FORMATION II</p> <p>9. CONTRACT ADMINISTRATION II</p>	<p>CON 202 Intermediate Contracting Acquisition and Contract Management Degree Program - NPS-815</p> <p>Predecessors/Previous Courses: CON 211 Intermediate Contracting (BDN) CON 221 Intermediate Contract Administration (BDQ) CON 222 Operational Level Contract Administration (PDQ) CON 223 Intermediate Facilities Contracting (BE4) Management of Defense Acquisition Contracts (ADV0-8D-F12 (MMX,BDN) Contract Administration (Advanced) - PPM-304(AAS,BDO) CON 222 Organization Level Contract Administration (PDQ) Advanced Contract Management (Construction) - CTC-542 (BE4)</p>
<p>10. INTERMEDIATE CONTRACT PRICING</p>	<p>CON 204 Intermediate Contract Pricing CON 235 Advanced Contract Pricing Contract Pricing and Negotiation NPS MN3304 Acquisition and Contract Management Degree Program - NPS-815</p> <p>Predecessors/Previous Courses: CON 231 Intermediate Contract Pricing (131-161) Intermediate Cost & Price Analysis QMT-345 (UGH,BCC) Intermediate Pricing QMT-340 (BCC)</p>

A. COURSES	B. DEPARTMENT OF DEFENSE COURSES
11. GOVERNMENT CONTRACT LAW	CON 210 Government Contract Law Legal Principles of Government Contracting- LAWS550 Acquisition and Contract Management Degree Program - NPS-815 Contract Law NPS-MN3312 Predecessor/Previous Courses: CON 201 Government Contract Law CON 201 (C) Government Contract Law (Construction) Government Contract Law PPM-302 (D99, BDP) Government Contract Law construction - CTC-302 (D99, BDP) Base Contract Law G30zR6534-007 (PDT) AFIT Contract Law 166 USAF ECI Correspondence Course 6607

APPENDIX 3
DEPARTMENT OF THE TREASURY FULFILLMENT
REQUEST

INSTRUCTIONS

Section I Self-explanatory

Section II Employee completes self-certification by checking one or more of the three fulfillment methods

Section III To be completed by the Procurement Career Management Coordinator (PCMC)

NOTE: A current TRAC or bureau training record must accompany request.

SECTION I- EMPLOYEE REQUEST (TYPE OR PRINT IN INK)

1. Name (as to appear on certificate)	2. Bureau
3. Mailing Address	4. Phone Number
5. Title/Series/Grade	
6. Statement: I certify that the competencies identified for the Department of the Treasury required courses have been obtained either through (1) equivalent courses or (2) a combination of my experience, education, or training. Based on the information provided below, I request that this be considered fulfillment of all training requirements.	
7. Employee Signature & Date	8. Reviewer Signature (first line supervisor) & Date

SECTION II -EMPLOYEE COMPETENCY ASSESSMENT (PAGES 2 THROUGH 15)
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SECTION III - DISPOSITION	
9. APPROVED/ DISAPPROVED	
_____ PCMC Signature	_____ Date

Section II - Employee Competency Assessment			
REQUIRED COURSE: ACQUISITION PLANNING I or CON 101 Basics of Contracting			
Successfully Completed the Acquisition Planning I or CON 101 Basics of Contracting Course - Yes _____ No _____ (If no, continue with the competencies fulfillment request.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Forecasting Requirements</u> - Collect data from requirements managers on future acquisitions. Plan and organize to meet the anticipated requirements			
(B) <u>Acquisition Planning</u> - Assist managers in preparing written, formal acquisition plan.			
(C) <u>Requisitions</u> - Review the requisition, obtain additional information and corrections.			
(D) <u>Funding</u> - Verify that adequate funds have been committed.			
(E) <u>Market Research</u> - Obtain data from acquisition histories and other sources. Coordinate and participate in early exchanges.			
(F) <u>Requirements Documents</u> - Review and critique proposed requirement documents.			
(G) <u>Use of Government Property and Supply Sources</u> - Determine whether to furnish Government property or authorize use of Government sources by the contractor.			
(H) <u>Services</u> - Screen requisitions for requests to acquire personal services or advisory and assistance services. Request any required Wage Determinations.			
(I) <u>Sources</u> - Compare requisitions against required sources of supply, or develop and maintain an open market source list.			
(J) <u>Competition Requirements</u> - Determine the extent of competition.			
(K) <u>Unsolicited Proposals</u> - Process unsolicited proposals and determine whether to noncompetitively acquire the offered services.			
(L) <u>Set-aside</u> - Review requirement for small business set aside decision.			
(M) <u>8(a) Acquisitions</u> - Determine whether to obtain the supply or service using the procedures of the Small Business Administration's (SBA's) 8(a) program.			
(N) <u>Lease vs. Purchase</u> - Analyze whether to solicit for lease, purchase, or both.			

COMPETENCIES	Training	Experience	Education
(O) <u>Price Related Factors</u> - Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
(P) <u>Non-Price Factors</u> - Select non-price evaluation factors for award and determine their applicability.			
(Q) <u>Method of Procurement</u> -Determine whether to use FAR Part 12, Part 14, or Part 15 for solicitations.			
(R) <u>Contract Type</u> - Choose contract type that will minimize risks.			
(S) <u>Recurring Requirements</u> - Select appropriate methods to solicit for prospective requirements.			
(T) <u>Unpriced Contracts (letter contracts & unpriced purchase orders)</u> - Determine when it is necessary to use a letter contract or an unpriced order; draft letter contract or unpriced order.			
(U) <u>Contract Financing for Commercial Contracts</u> - Analyze financing options for incorporation into solicitation.			
(V) <u>Noncommercial Contract Financing</u> -Analyze financing options for incorporation into solicitation.			
(W) <u>Need For Bonds</u> - Determine whether bonds are required or necessary to protect the Government from market risks.			
(X) <u>Method of Payment</u> - Select the method of payment.			
(Y) <u>Performance-Based Contracting</u> - Review the Statement of Work to see if it is based on the expected results rather than how the work is to be performed.			
(Z) <u>Electronic Commerce</u> - Apply available technology to enhance the quality and timeline of work products/services.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: CONTRACT FORMATION I or CON 101 Basics of Contracting			
Successfully Completed the Contract Formation I or CON 101 Basics of Contracting Course Yes_____ No_____ (If no, continue with the competencies fulfillment method)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Publicizing Proposed Procurements</u> - Prepare CBD notice or other electronic publication method.			
(B) <u>Oral Quotes</u> - Solicit quotes.			
(C) <u>RFQ Preparation</u> - Prepare and release RFQs.			
(D) <u>Solicitation Preparation (RFPs for Commercial Items)</u> - Research clauses and assemble a Request for Proposals (RFP).			
(E) <u>Solicitation Preparation - (IFBs for Commercial Items)</u> - Research clauses and assemble an Invitation for Bids (IFB).			
(F) <u>Solicitation Preparation (RFPs for Noncommercial Items)</u> - Research clauses and assemble a Request for Proposals (RFP).			
(G) <u>Solicitation. Preparation (IFBs for Noncommercial Items)</u> Research clauses and assemble an Invitation for Bids (IFB).			
(H) <u>Preaward Inquiries</u> - Answer inquiries about the solicitation.			
(I) <u>Prebid/Preproposal Conferences</u> - Provide offerors with a public forum to review the site, question the solicitation, or express any concerns.			
(J) <u>Amending/Canceling Solicitations</u> -Prepare and issue any required amendments.			
(K) <u>Amending/Canceling Quotes</u> -Prepare and issue any required amendments.			
(L) <u>Processing RFQs</u> - Prepare and issue RFQ, resolve late quotes, and determine best value. Make determination of price reasonableness.			
(N) <u>Processing IFBs</u> - Receive and control bids submitted against an Invitation for Bids. Open and abstract bids.			
(M) <u>Processing RFPs</u> - Prepare and issue solicitations, resolve late proposals, evaluate proposals, and make determination of best value.			
(O) <u>Applying Past Performance, Technical and other Nonprice Factors</u> - Review proposed evaluation factors and determine whether to award on lowest price or greatest value.			

(P) <u>Award Without Discussions</u> - Determine whether to award without discussions and make award.			
(Q) <u>Negotiation Strategy</u> - Prepare a prenegotiation plan and hold negotiations. Request and evaluate revised offers.			
(R) <u>Responsibility</u> - Make a determination of responsibility on the prospective contractor.			
(S) <u>Award (Commercial)</u> - Prepare or obtain final source selection decision. Prepare award documents and obtain necessary reviews/approvals/signature and issue the award.			
(T) <u>Award (Non-Commercial)</u> - Prepare or obtain final source selection decision. Prepare award documents and obtain necessary reviews/approvals/signature and issue the award.			
(U) <u>Debriefing</u> - Conduct timely debriefings of vendors.			
(V) <u>Protest</u> - Research and prepare positions on protests of the award.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: CONTRACT ADMINISTRATION I or CON 101 Basics of Contracting			
Successfully Completed the Contract Administration I or CON 101 Basics of Contracting Course Yes_____ No_____ (If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Contract Administration Planning</u> - Review the contract and related acquisition histories, and identify key milestones. Delegate authority to CORs, COTRs, and ACOs.			
(B) <u>Contract Modifications (Commercial)</u> - Determine if proposed modification is within scope of contract and ensure adequate funds are available. Execute the modification.			
(C) <u>Contract Modifications (Non-Commercial)</u> - Determine if proposed modification is within scope of contract and ensure adequate funds are available. Execute the modification.			
(D) <u>Options</u> - Verify reasonableness of option price and exercise the option.			
(E) <u>Monitoring, Inspection, and Acceptance (Commercial Contracts)</u> - Monitor performance by contractor and Government personnel against the contract schedule.			
(F) <u>Performance-Based Payments</u> - Review requests for payments and substantiate performance. Where necessary, reduce or suspend payments, adjust the payment schedule or demand repayment.			
(G) <u>Advance Payments</u> - Review requests for payments, establish the special bank account and negotiate suitable covenants. Monitor withdrawals from the bank account and interest owed the Government.			
(H) <u>Delays</u> - Determine whether delay is excusable and negotiate consideration.			
(I) <u>Commercial/Simplified Acquisition Remedies</u> - Identify and apply any contractual remedies.			
(J) <u>Remedies (Noncommercial Contracts)</u> - Identify and apply any contractual remedies.			
(K) <u>Documenting Past Performance</u> - Obtain performance information from the requiring activity and other Government sources. Reconcile discrepancies between the contractor version of events with reported past performance information. Document the file.			

(L) <u>Termination For Cause (Simplified Acquisitions/Commercial Contracts)</u> - Determine the need and adequacy of the case for termination, and issue the termination notice.			
(M) <u>Stop Work</u> - Determine whether to stop work, and issue the stop work order. Initiate resumption of work and modify the contract as necessary.			
(N) <u>Defective Pricing</u> - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			
(O) <u>Close-Out</u> - Verify that the contract is physically complete and that other terms and conditions have been satisfied. Prepare the close out file.			

Section II Employee Competency Assessment			
REQUIRED COURSE: PRICE ANALYSIS or CON 104 Principles of Contract Pricing			
Successfully Completed the Price Analysis or CON 104 Principles of Contract Pricing Course Yes_____No_____(If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Price Related Factors</u> - Identify applicable factors for the solicitation.			
(B) <u>Price Analysis</u> - Critique the government estimate. Apply price related factors in the solicitation offers or quotes, and evaluate and compare prices. Develop price related prenegotiation objectives for discussions with vendors.			
(C) <u>Pricing Information</u> - Determine the need for information from offerors other than cost or pricing data.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: COST ANALYSIS or CON 104 Principles of Contract Pricing			
Successfully Completed the Cost Analysis or CON 104 Principles of Contract Pricing Course Yes _____ No _____ (If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Cost Information From Offerors</u> - Obtain the certificate as applicable. Determine the need for information from offerors other than cost or pricing data.			
(B) <u>Indirect Costs</u> - Adjust billing rates as necessary. Select either the quick close-out procedure and negotiate final indirect cost rates or obtain final indirect rates from the cognizant agency.			
(C) <u>Audits</u> - Obtain audit of the submitted cost and pricing data and analyze results.			
(D) <u>Cost Accounting Standards (Non-Commercial)</u> - Determine whether CAS applies to the entity and the type of coverage.			
(E) <u>Cost Analysis</u> - Develop prenegotiation positions on proposed elements of cost and fee.			

Section II Employee Competency Assessment			
REQUIRED COURSE: FEDERAL CONTRACT NEGOTIATION TECHNIQUES or CON 104 Principles of Contract Pricing			
Successfully Completed the Federal Contract Negotiation Techniques or CON 104 Principles of Contract Pricing Yes_____No_____ (If no, continue with the competencies fulfillment method)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Fact Finding</u> - Identify and collect information from the offeror necessary to complete the Government's analysis of the proposal.			
(B) <u>Negotiation Strategy</u> - Prepare a prenegotiation plan and brief management when required.			
(C) <u>Conducting Discussions/Negotiations</u> -Conduct negotiations with offerors and document the principal elements of the negotiated agreement. After concluding competitive discussions, request and evaluate revised proposals.			

Section II Employee Competency Assessment			
REQUIRED COURSE: ACQUISITION PLANNING II or CON 202 Intermediate Contracting			
Successfully Completed the Acquisition Planning 11 or CON 202 Intermediate Contracting Course Yes_____No_____(If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Forecasting Requirements</u> - Collect data from requirements managers on future acquisitions. Plan and organize to meet the anticipated aggregate requirements.			
(B) <u>Acquisition Planning</u> - Assist managers in preparing written, formal acquisition plans.			
(C) <u>Funding</u> - Verify that adequate funds have been committed.			
(D) <u>Market Research</u> - Obtain data from acquisition histories and other sources. Coordinate and participate in early exchanges.			
(E) <u>Requirements Documents</u> - Review and critique proposed requirement documents.			
(F) <u>Use of Government Property and Supply Sources</u> - Determine whether to furnish Government property or authorize use of Government supply sources by the contractor.			
(G) <u>Services</u> - Screen requisitions for requests to acquire personal services or advisory and assistance services. Request wage determinations.			
(H) <u>Unsolicited Proposals</u> - Process unsolicited proposals and determine whether to noncompetitively acquire the offered services.			
(I) <u>Non-Price Factors (FAR Parts 12 & 13 Solicitations)</u> - Select non-price evaluation factors for award and their applicability.			
(J) <u>Contract Types (Commercial Contracts)</u> - Select contract type that will minimize risks.			
(K) <u>Recurring Requirements</u> - Select appropriate methods to solicit for currently unfunded, prospective requirements.			
(L) <u>Unpriced Contracts (letter contracts & unpriced purchase orders)</u> . Draft letter contracts and unpriced orders as required.			
(M) <u>Contract Financing for Commercial Contracts</u> - Analyze financing options for incorporation into solicitation.			
(N) <u>Noncommercial Contract Financing</u> - Analyze financing options for incorporation into solicitation.			

(O) <u>Need For Bonds</u> - Determine whether bonds are required or necessary to protect the Government from market risks.			
(P) <u>Method of Payment</u> - Select method of payment.			

Section II Employee Competency Assessment			
REQUIRED COURSE: CONTRACT FORMATION II or CON 202 Intermediate Contracting			
Successfully Completed the Contract Formation II or CON 202 Intermediate Contracting Course - Yes_____No_____ (If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>RFPs for Non-Commercial Items</u> -Research clauses and assemble a Request for Proposals (RFP).			
(B) <u>Applying Past Performance, Technical & Other non-Price Factors (Under Part15 for Non-Commercial Items)</u> - Review proposed evaluation factors and determine whether to award on lowest price or greatest value.			
(C) <u>Terms and Conditions</u> - Evaluate other proposed terms and conditions.			
(D) <u>Competitive Range</u> - Review proposals for award without discussion. If discussions are necessary, determine the competitive range and notify offerors outside the range.			
(E) <u>Subcontracting Requirement</u> - Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it. Negotiate make or buy programs.			
(F) <u>Mistakes (Postaward)</u> - Investigate and resolve mistakes alleged after award.			
(G) <u>Late Offers</u> - Determine whether a late offer or quotation may be considered for award.			
(H) <u>Price Analysis (Sealed Bidding)</u> - Apply the price related factors in the IFB, identify the low bid for each potential award, and analyze the reasonableness for the lowest priced bid.			
(I) <u>Responsiveness</u> - Determine whether the lowest bid is responsive to the terms and conditions of the IFB. Resolve minor informalities and irregularities. Reject nonresponsive bids.			
(J) <u>Preaward Mistakes in Bids</u> - Identify potential mistakes, verify bids and resolve alleged mistakes.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: CONTRACT ADMINISTRATION II or CON 202 Intermediate Contracting			
Successfully Completed the Contract Administration II or CON 202 Intermediate Contracting Course Yes_____No_____(If no, continue with the competencies fulfillment method.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Contract Administration Planning</u> - Review the contract and related acquisition histories. Identify key milestones. Delegate authorities to COR's, COTR's, and /or ACO's.			
(B) <u>Post-award Conferences</u> - Participate in post-award conferences.			
(C) <u>Subcontracting Requirements</u> - Monitor contractor performance against subcontractor plans.			
(D) <u>Contract Modifications (Non-Commercial Contracts)</u> Review proposed modifications against the scope of work and availability of funds. Execute the modification.			
(E) <u>Monitoring, Inspection, and Acceptance (Noncommercial Contracts)</u> - Monitor performance by contractor and Government personnel against the contract schedule.			
(F) <u>Delays</u> - Determine whether delay is excusable and negotiate consideration.			
(G) <u>Stop Work</u> - Determine whether to stop work and issue the stop work order. Unless the contract is terminated, initiate resumption of work and modify the contract as necessary.			
(H) <u>Remedies (Non-Commercial Contracts)</u> - Identify contractual remedies. Determine which remedy applies			
(I) <u>Unallowable Costs</u> -Review invoiced costs for allowability and prepare notice of intent to disallow or actual disallowance. Determine whether to withdraw or sustain the notice and/or allow part of the costs.			
(J) <u>Payment of Indirect Costs</u> - Adjust billing rates as necessary to prevent substantial overpayment or underpayment of indirect costs. Select either the quick closeout procedure and negotiate final indirect cost rates or obtain final indirect cost rates from the cognizant agency.			
(K) <u>Limitation of Costs</u> -If a cost reimbursement contract, determine if the contractor has exceeded the ceiling listed in the contract. Recommend an appropriate alternative if the contractor will not be able to complete the work within the amount obligated.			

COMPETENCIES	Training	Experience	Education
(L) <u>Price and Fee Adjustment</u> - Monitor payments and adjust billing prices. Given the economic price adjustment, incentive or award formula in the contract, establish the final fee or price.			
(M) <u>Unpriced Purchase Orders</u> - Determine reasonableness of invoiced price.			
(N) <u>Letter Contract</u> - Definitive the contracts.			
(O) <u>Task and Delivery Order Contracting</u> - Place orders against task and delivery order contracts.			
(P) <u>Invoices</u> - Identify withholdings and deductions, and instruct payment office and contractor of any changes.			
(Q) <u>Progress Payments</u> - Review requests for progress payments. Monitor liquidation. When necessary, reduce or suspend payments, adjust liquidation rates, or grant unusual progress payments.			
(R) <u>Collecting Contract Debts</u> - Determine indebtedness. Identify and obtain repayment and respond to requests for deferment.			
(S) <u>Assignment of Claims</u> - Review requests for assignment of claims. Execute receipt of Notice of Assignment.			
(T) <u>Property Administration</u> - Establish reporting requirements, monitor delivery of Government property and review contractor property control systems. Determine liability for damage or misuse and negotiate consideration. Recover or dispose of the property.			
(U) <u>Intellectual Property</u> - Monitor compliance with the intellectual property sections of FAR 52.212-4, Contract Terms and Conditions-Commercial Items. Identify, investigate, and resolve problems with patents and/or data rights.			
(V) <u>Administering Socio-economic and Other Miscellaneous Terms</u> - Enforce compliance with socio-economic contractual requirements.			
(W) <u>Claims</u> - Research and process the claim. Participate in appeals process or ADR.			
(X) <u>Termination for Default (Non-Commercial Contracts)</u> - Determine the need for termination for Default. Issue the termination notice. If bonded, obtain performance or payment from surety. Reprocure and demand payment for the excess costs of reprocurement.			

COMPETENCIES	Training	Experience	Education
(Y) <u>Defective Pricing</u> - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and negotiate any necessary cost impact adjustments.			
(Z) <u>Cost Accounting Standards</u> - Review Disclosure Statements, and notify contractor of noncompliance. Review proposed accounting changes and negotiate any necessary cost impact adjustments.			
(AA) <u>Termination for Convenience</u> - Determine whether to terminate and proceed with the termination action.			
(AB) <u>Extraordinary Relief</u> - Determine whether relief is called for and what type is merited. Execute the contract action.			
(AC) <u>Accounting and Estimating Systems</u> - Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation.			
(AD) <u>Closeout</u> - Verify that contract is physically complete and other terms and conditions have been satisfied. Verify that there are no outstanding claims or disputes. Obtain final invoice and follow prescribed close out procedures.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: INTERMEDIATE CONTRACT PRICING or CON 204 Intermediate Contact Pricing Course			
Successfully Completed the Intermediate Contract Pricing or CON 204 Intermediate Contract Course Yes_____No_____ (If no, continue with the competencies fulfillment request.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Price Analysis</u> - Develop prenegotiation positions on proposed elements of cost and fee.			
(B) <u>Contract Modifications (Equitable Adjustments)</u> - Determine the need for supplemental agreements and whether it is within scope of the contract. Issue the modification.			
(C) <u>Defective Pricing</u> - Understand defective pricing, cost realism analysis, contract types and pricing terminations for convenience and default.			
(D) <u>Unallowable Costs</u> - Determine whether invoiced costs are allowable and issue notice of intent to disallow on applicable costs. Based on discussions with the contractor, determine whether to withdraw or sustain the notice and/or allow part of the costs.			

Section II - Employee Competency Assessment			
REQUIRED COURSE: GOVERNMENT CONTRACT LAW or CON 210 Government Contract Law			
Successfully Completed the Government Contract Law or CON 210 Government Contract Law Course Yes_____No_____(If no, continue with the fulfillment request.)			
FULFILLMENT METHOD			
COMPETENCIES	Training	Experience	Education
(A) <u>Legal Environment</u> - Identify elements of a contract, statutes, regulations, case law, and administrative law that define the Federal acquisition system. Research FAR and other documents.			
(B) <u>Impact</u> - Analyze and determine the manner in which the various pieces of Federal legislation and judicial and administrative decisions impact the formation of Government contracts.			
(C) <u>Protests</u> - Identify the different procedures and remedies available to bidders or offerors and the forums available in which to protest a Government acquisition.			
(D) <u>Fraud & Exclusion</u> - Refer indications of fraud or other civil or criminal offenses to responsible officials.			

INDIVIDUAL DEVELOPMENT PLAN

EMPLOYEE (Name & Social Security Number) Sammy Sample, 123-45-6789	POSITION & GRADE Contract Specialist GS-1102-13	ORGANIZATION	ROOM #	DATE PREPARED
SHORT RANGE (1 year) CAREER GOALS AND TRAINING: Web page development, Electronic Commerce, Commercial item acquisition courses for warrant maintenance requirement. Rotational assignment to a policy position through the Government-wide Rotational Assignment Program.		TRAINING AND/OR DEVELOPMENT ASSIGNMENTS: <div style="display: flex; justify-content: space-between;"> ___Skills Development ___Pre-SES Executive and Management Development </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> ___Supervisory Development ___SES Incumbent Development </div> <div style="display: flex; justify-content: space-between;"> ___Upward Mobility (CADE) ___Other (<i>specify</i>)_____ </div>		
LONG RANGE (2-5 years) CAREER GOALS AND TRAINING: Management Information Systems courses Participation in management development activities to prepare for promotion to a management position.				

DESCRIPTION OF TRAINING	DATES	SOURCE OF TRAINING	COURSE OBJECTIVES	CHNG MGMT.	CUST. SERVICE	TECH.	MGMT.
Management for Contracting Supervisors	3/19-23/2001	TAI	Develop leadership skills for managing contracting workforce, improve interpersonal skills	X	X		X
Building Great Web Pages: Hands - On	12/5-8/2000	Learning Tree \$300.	Programming, designing web commerce site utilizing surveys and other data gathering tools to enhance information exchange	X	X	X	

Use attachment to document additional training or developmental activities.

SIGNATURE (<i>Employee</i>)	DATE
SIGNATURE (<i>Supervisor</i>)	DATE

APPENDIX 5 **TREASURY ACQUISITION CAREERSYSTEM** **EMPLOYEE REPORT**

NAME:
SSN:
TRAC ID:
BIRTH DATE:
SC DATE:
DATE EOD:
EDUCATION LEVEL: *
SERIES:
SERIES DATE:
GRADE:
IDP DATE:
BUREAU CODE:
REGION:
OFFICE SYMBOL:
CITY/STATE:
PHONE,
WARRANT DATE:
WARRANT NUMBER:
WARRANT LEVEL:

*1=No high school or GED; 2=High School or GED; 3=2-year Associate Degree from accredited College/University; 4=Bachelor's Degree; 5=Masters Degree; 6=Doctorate or Law Degree; 7=Some College, but no Degree

SKILLS CURRENCY TRAINING HOURS REQUIRED: _____

MANDATORY COURSES

COURSE TITLE	DATE	HOURS
ACQUISITION PLANNING I		80
or Basics of Contracting - (CON 101)		
or Army Command & General Staff College, A423		
or Acquisition and Contract Management Degree Program, NPS-815		
or Principles of Acquisition and Contracting, NPS MN3303		
CONTRACT FORMATION I		40
or Basics of Contracting - (CON 101)		
or Army Command & General Staff College, A423		
or Acquisition and Contract Management Degree Program, NPS-815		
or Principles of Acquisition and Contracting, NPS MN3303		

COURSE TITLE	DATE	HOURS
CONTRACT ADMINISTRATION I		40
or Basics of Contracting - (CON 101)		
or Army Command & General Staff College, A423		
or Acquisition and Contract Management Degree Program, NPS-815		
or Principles of Acquisition and Contracting, NPS MN3303		
PRICE ANALYSIS		40
or Principles of Contract Pricing - (CON 104)		
or Army Command & General Staff College -A424		
or Cost & Price Theory - CMGT545		
or Contract Pricing and Negotiation - NPS MN3304		
or Acquisition and Contract Management Degree Program - NPS-815		
COST ANALYSIS		40
or Principles of Contract Pricing - (CON 104)		
or Army Command & General Staff College -A424		
or Cost & Price Theory - CMGT545		
or Contract Pricing and Negotiation - NPS MN3304		
or Acquisition and Contract Management Degree Program - NPS-815		
FEDERAL CONTRACT NEGOTIATION TECHNIQUES		40
or Principles of Contract Pricing - (CON 104)		
or Army Command & General Staff College - A424		
or Cost & Price Theory - CMGT545		
or Contract Pricing and Negotiation - NPS MN3304		
or Acquisition and Contract Management Degree Program - NPS-815		
ACQUISITION PLANNING II		80
or Principles of Contract Pricing - (CON 104)		
or Army Command & General Staff College -A424		
or Cost & Price Theory - CMGT545		
or Contract Pricing and Negotiation - NIPS MN3304		
or Acquisition and Contract Management Degree Program - NPS-815		
CONTRACT FORMATION II		40
or Intermediate Contracting (CON 202)		
or Acquisition and Contract Management Degree Program - NPS-815		
INTERMEDIATE CONTRACT PRICING		80
or Intermediate Contract Pricing (CON 204)		
or Contract Pricing and Negotiation - NIPS MN3304		
or Acquisition and Contract management Degree Program - NPS-815		
GOVERNMENT CONTRACT LAW		80
or Government Contract Law (CON 210)		
or Legal Principles of Government Contracting - LAWS550		
or Acquisition and Contract Management Degree Program - NPS-815		
or Contract Law NPS-MN3312		

SKILLS CURRENCY TRAINING

COURSE TITLE	DATE	HOURS
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ADDITIONAL NON-PROCUREMENT RELATED COURSES:

COURSE TITLE	DATE	HOURS
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APPENDIX 6
QUALIFICATION STATEMENT FOR
APPOINTMENT OF A CONTRACTING OFFICER

TO: Bureau Chief Procurement Officer

1. There is a clear and convincing need to appoint a Level____Contracting Officer.
2. The nominee is:

Name: _____

Title: _____

Series & Grade: _____

Years of commercial/government acquisition experience: _____
3. The nominee is located in the following organization:

Office: _____

Division: _____

Branch: _____

Location: _____
4. The nominee's TRAC or training record is attached. All required training or equivalencies have been met.
5. The nominee's performance of acquisition duties, business acumen, judgment, character, reputation, and ethics are sound and performance is satisfactory.

Signature of Supervisor of Nominee

Date

Typed Name of Supervisor

Supervisor's Title

APPENDIX 7

REFERENCES

- A. Office of Federal Procurement Policy Letter No. 97-01, "Procurement System Education, Training and Experience Requirements for Acquisition Personnel," dated September 12, 1997, which directs Federal agencies to develop and maintain a procurement career management program to ensure an adequate professional workforce.
- B. Office of Personnel Management "Qualification Standard for GS-1102 Contracting Positions", dated January 1, 2000.
- C. "Contract Specialist Workbook" Third Edition, dated September 1998. Published by the Federal Acquisition Institute (FAI). The Workbook provides Federal employees, supervisors, and educators with "how to" guidance on performing and training 85 critical contracting duties.
- D. Title 48 - Federal Acquisition Regulations System, Chapter 1, "Federal Acquisition Regulation" (FAR), 1997 Edition, which is the primary regulation for use by all Federal Executive agencies in their acquisition of supplies and services with appropriated funds.
- E. "Department of Treasury Acquisition Regulation" (DTAR) which contains Treasury specific procurement regulations and supplements the "Federal Acquisition Regulation" (FAR).

APPENDIX 8 PROCUREMENT AUTHORITY MATRIX

	<u>Series</u>	<u>Limits</u>	<u>Authority Document</u>	<u>Open Market</u>	<u>Required Training</u>	<u>Experience</u>
<u>ORDERING OFFICIALS</u>						
Purchase Card	Any	Micro Purchase	Blanket or individual DPA	Y	Bureau Specific	N/A
Any Ordering Mechanism (Purchase card calls/orders under BPA orders against established contracts)	Any	No monetary limit; <i>established contracts only</i>	Individual DPA	N	Bureau Specific Sufficient instruction from the Contracting Officer to ensure appropriate knowledge of responsibility and knowledge of limitations	18 Mos
<u>CONTRACTING OFFICERS</u>						
Level Ia	Any Non-1102	SAP Threshold	Warrant	Y	Simplified Acquisition Adv Simplified Acquisitions Commercial Items Market Research	18 Mos
Level Ib	1102 ONLY	SAP Threshold	Warrant	Y	CON 101 or equiv CON 104 or equiv	18 Mos
Level II	1102 ONLY	Acquisitions up to \$1,000,000	Warrant	Y	CON 202 or equiv CON 204 or equiv CON 210 or equiv	3 Yrs
Level III	1102 ONLY	Acquisitions with no monetary limit	Warrant	Y	<u>Recommended</u> CON 301 CON 333	5 Yrs

Procurement authority requirements not covered above should be discussed with the Treasury Procurement Career Management Coordinator.

- All warranted contracting officers must complete 40 hours of skills currency training each fiscal year.
- Level 1b warrant holders are encouraged to attend Simplified Acquisition training.